



THE AMERICAN
UNIVERSITY IN CAIRO

PRESIDENT'S REPORT

2011 - 2012





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PRESIDENT'S LETTER

Lisa Anderson



AUC has long been a part of the Egyptian educational landscape and what happens in the country, in turn, shapes what happens at the University. From the time it first opened its doors in the Tahrir Square campus, AUC has created a safe space for students, scientists and scholars to explore the complex political, social and cultural dimensions of their world. In 1930, when Cairo physician Fakhry Farag's speech — "Shall Women Have Rights and Obligations Equal to Men?" — resulted in protests, AUC President Charles Watson explained that genuine education requires that all viewpoints should be heard, establishing AUC as an open forum of reasoned debate. More than nine decades and a revolution later, AUC's Tahrir Square campus continues to be home to regular public dialogues, where all viewpoints about key issues facing Egypt continue to be heard. AUC New Cairo extends this rich tradition by serving not only as the home of all of the University's degree programs, but also as a new cultural and community hub for New Cairo.

In the 2011 - 2012 academic year, on the heels of Egypt's revolution, the University recommitted itself to be of service to Egypt, and faculty and students deployed much of their research and scholarship to the pursuit of projects to advance a country in transition. As Egypt and its neighbors forged a new beginning at the dawn of the Arab Spring, never was there a greater need for the youthful energy, purposeful drive and innovative ideas found in the graduates of AUC.

On behalf of the faculty, students and staff, I would like to thank the University's donors whose generous contributions support our mission of providing excellent education, promoting advanced research, and fostering service to Egypt and the world.

Despite the operational challenges presented by the uncertainty in Egypt that AUC faced in the 2011 - 2012 academic year, the University remained steadfast in its commitment to delivering the highest quality educational and research opportunities, and achieved important milestones on several fronts. On the academic front, AUC recorded the highest admissions scores for incoming students, introduced new academic programs, and secured a number of prestigious, program-specific accreditations for its degrees — a testament to the continuing rise in the quality of its academic programs.

AUC continues to enhance community life in New Cairo, as seen through the inauguration of the faculty housing complex, and has decided to move forward with additional faculty housing to be completed in the summer of 2013. The University is also taking care to minimize its impact on the environment by minimizing its carbon footprint. In addition to producing a report identifying ways to reduce greenhouse gases emitted by the University, AUC successfully reduced its energy consumption by 20 percent, serving as a role model for others in sustainable development.

I am very pleased to welcome two new members to AUC's distinguished Board of Trustees who were elected to the board in the 2011 - 2012 academic year: Atef Eltoukhy, chairman of Aurum Capital Management, and Philip F. Maritz, a business executive with experience in real estate and finance. These trustees bring to the board their keen business sense, deep commitment to education and philanthropy, and interest in the Middle East.



Richard A. Bartlett

CHAIRMAN'S LETTER



AUC's new faculty housing complex, only 400 meters away from the New Cairo campus, opened its doors in Summer 2012

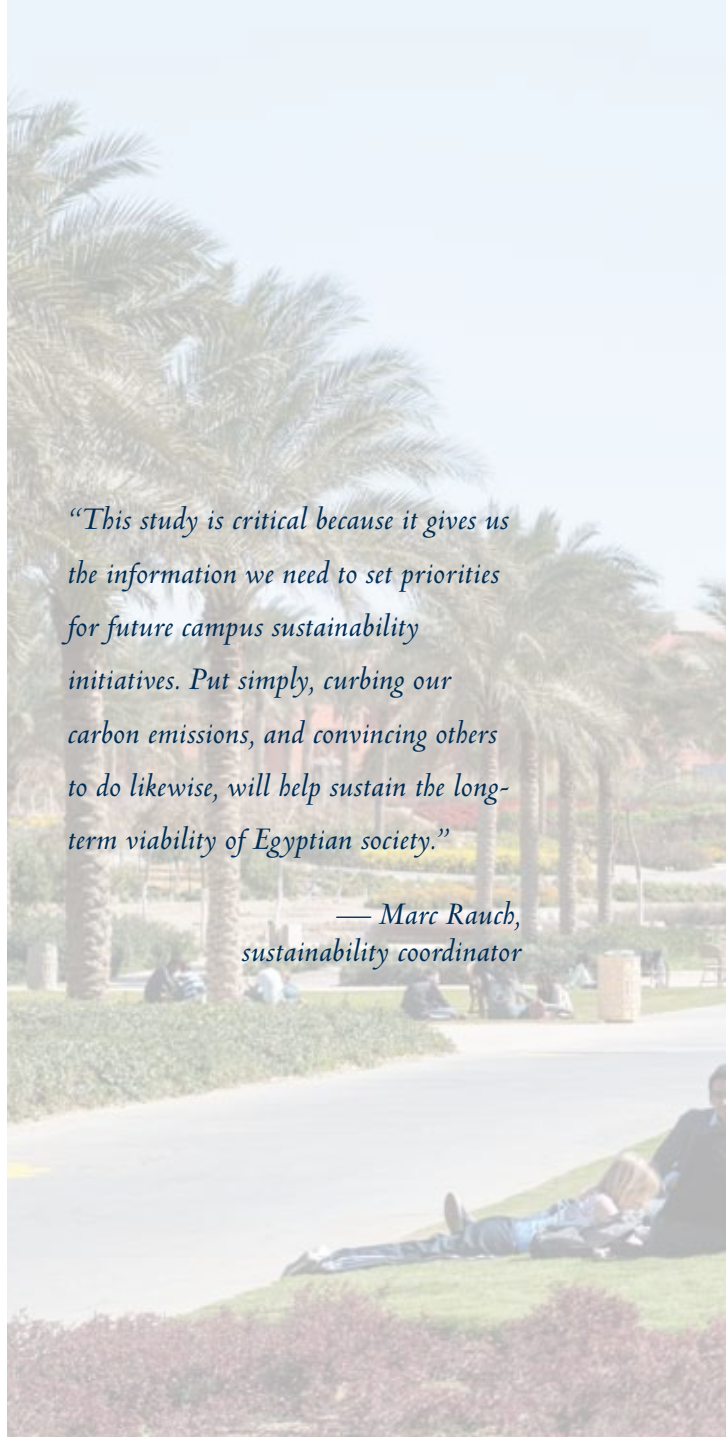
COMMUNITY

Starts at Home

Building a community on campus and beyond its borders, AUC is making an impact in both the New Cairo and downtown communities. With the inauguration of the faculty housing complex across from campus, the University has taken another step — with 27 faculty pioneers and their families — toward a more vibrant campus life that is a part of the New Cairo community. The new housing allows faculty members to save valuable commute time and adds to the sense of community on campus.

Being an engaged member of the community also means caring about what happens to our environment and being committed to the values of sustainable development. In 2012, AUC became the first institution of higher

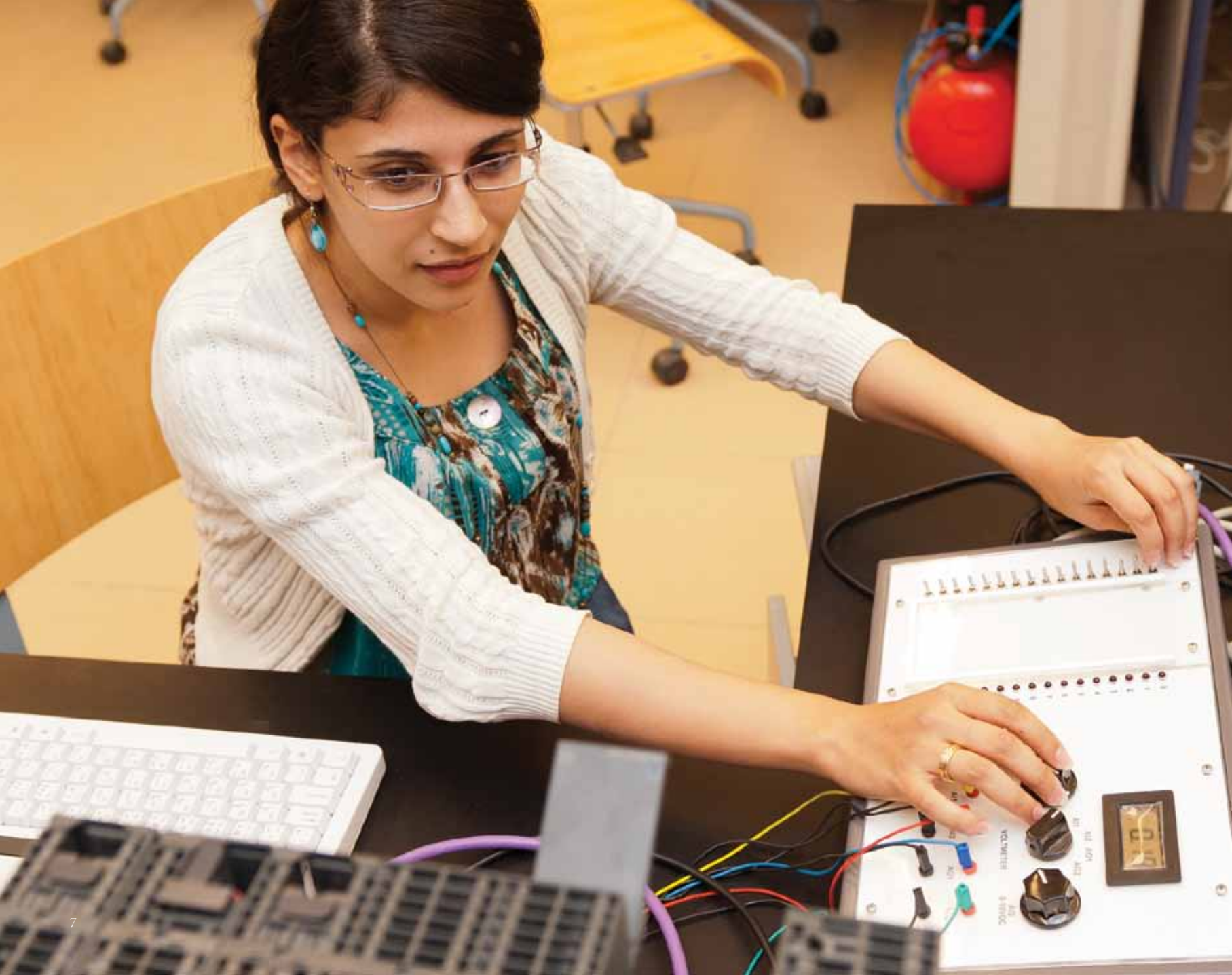
education in the Middle East and North Africa to conduct a comprehensive study of its own impact on climate change by measuring its carbon footprint — the quantity of greenhouse gases that an organization emits into the atmosphere over a period of time. The report, which was spearheaded by AUC’s Desert Development Center and Office of Sustainability, was the result of campus-wide efforts incorporating the work of faculty, students and staff. It identifies many strategies for reducing the University’s carbon footprint and energy expenditures. “Through evaluating our own impact on the environment, we take the first step in working to reduce greenhouse gas emissions on our campus and serve as a leader and champion for others to begin addressing the climate change challenge with us,” said President Lisa Anderson, explaining that the report not only illuminates a course of action, but also serves as a model for similar efforts throughout the region.



“This study is critical because it gives us the information we need to set priorities for future campus sustainability initiatives. Put simply, curbing our carbon emissions, and convincing others to do likewise, will help sustain the long-term viability of Egyptian society.”

*— Marc Rauch,
sustainability coordinator*





CITIZENSHIP

and Scholarship Go Hand in Hand



“It’s a great honor to join AUC, which I consider to be the best University in Egypt. At AUC, I have the freedom to study anything I want. It is this freedom to learn that will help me become who I want to be in the future — a leading business executive who can play a positive role in bringing about economic development in my home country.”

— Osama Abd El-Wahab, AUC Empower student from Fayyoun

Believing that engaged students make better scholars and better citizens, the University introduced the new AUC Empower Scholarship, which gives five top students from five governorates across Egypt the opportunity to pursue an AUC undergraduate education in the major of their choice. Students from Assiut, Bani Suef, Menya, Sohag and Fayyoun governorates also take part in a rigorous leadership program designed to instill an understanding and respect for human rights, as well as a commitment to civic engagement. “I want to become a minister who fights prejudice against women in government, so I am studying political science,” said Merna Zaki, an Assiut resident and AUC Empower Scholarship recipient. “Education at AUC is different from the rest of Egypt, where you memorize material and take exams. Here, learning is more active. I want to become a different person after graduating from the University, someone who can really make a difference.”



“The American University in Cairo, my alma mater, is a proven leader in providing the kind of liberal arts education that equips graduates with the critical-thinking skills and broad knowledge they need to compete and excel in today’s globalized world.”

— Yousef Jameel, a long-time University donor and devoted alumnus



As the new Egypt is born, there is a growing need to develop a cadre of highly skilled Egyptian professionals in the areas of public policy and administration, journalism, advocacy and law who are able to serve their country and shape its future. Addressing this pressing need, Yousef Jameel, a prominent Saudi Arabian business leader, philanthropist, long-time University supporter and devoted alumnus, established the Yousef Jameel GAPP Public Leadership Fund. The fund will provide support for 300 fellows in 12 cohorts of 25 Egyptian graduate students per year to attend AUC’s School of Global Affairs and Public Policy.



“I have always believed that investing in education and in our youth is the way forward,” said Jameel. “The American University in Cairo, my alma mater, is a proven leader in providing the kind of liberal arts education that equips graduates with the critical-thinking skills and broad knowledge they need to compete and excel in today’s globalized world.” In order to ensure diversity among the Jameel Public Leadership Fellows, 60 percent of the fellowships are granted in public policy and administration programs, 20 percent in law and another 20 percent in journalism and mass communication. Fellowship recipients will also be at least 50 percent female, 25 percent non-Cairo residents and 25 percent employees at public or nonprofit organizations.

COMMUNITY

in the Classroom

While community-based learning (CBL) — an approach that integrates service activities into academic curricula — has always been an integral part of AUC’s mission, the new, pressing needs of post-revolutionary Egypt have been embedded in numerous courses. A CBL course titled Values, Activism and the New Egypt, was introduced in Fall 2011 and had 42 students from different disciplines engaged in a variety of community-service activities centered around ways to build the new Egypt. Throughout the course, students engaged in debates and discussions on their individual and collective visions for the new Egypt, from teaching literacy and volunteering to raising awareness of political and social issues. Ahmed Elhamy, who took the course to counter his “passiveness,” is now considering launching a student club that would raise awareness about different topics of social relevance. “As part of the project, we worked to raise awareness on sexual harassment as a dangerous phenomenon in society via different channels such as Facebook and Twitter, as well as building awareness in schools and creating videos on the issue,” he said.



“Since Egypt lacks democracy, social responsibility and teamwork, it then becomes incumbent on all Egyptians to overcome the political passiveness and indifference that appear to have been rooted in society in recent years.”

— Sherif Abdel Azeem, associate professor of electronics engineering and founder of Resala, a nonprofit service organization with branches across Egypt and more than 100,000 volunteers



Students organizing activities for children in Establ Antar as part of their community-based learning course



Nageb Allam, assistant professor of nanotechnology and renewable energy in the Department of Physics, is working to develop smart energy systems to produce electricity from sunlight

RESEARCH

Solutions to Real-world Problems



“Most HCV carriers are either oblivious to their illness or lack adequate funds to take what is typically a very expensive diagnostic test. The one-hour test seeks to lower the bar for knowledge, putting this rapid and cheap test in the hands of those who need it the most.”

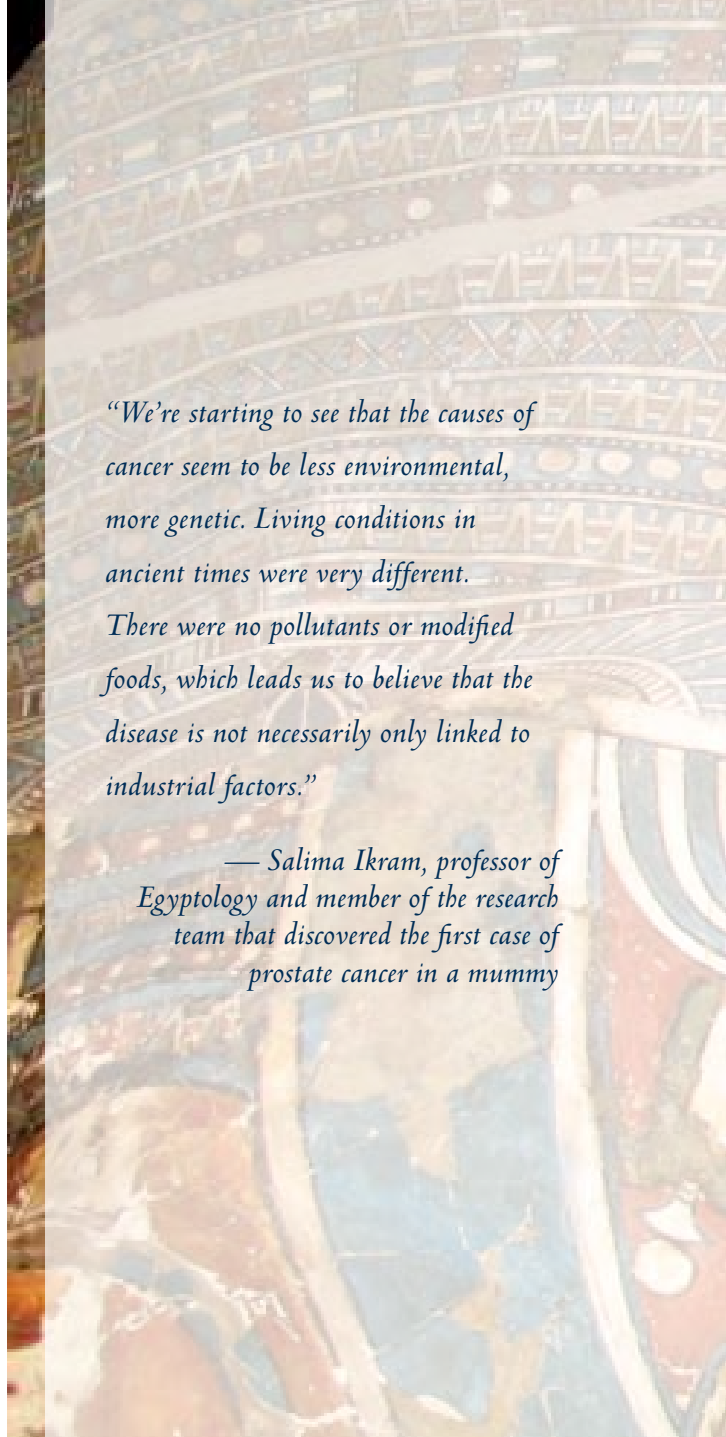
— Hassan Azzazy, professor of chemistry selected best living scientist in Egypt by Al Ahram newspaper

Researchers at AUC are working to find answers to the most compelling needs facing Egypt — a fast and cheap diagnostic test for hepatitis C, clues to unlock the ancient roots of cancer and clean energy sources. AUC researchers have developed a novel test to diagnose hepatitis C, of which Egypt has the highest prevalence in the world with 10 million patients. The research team, led by Hassan Azzazy, professor of chemistry, has designed a test capable of detecting all genotypes of HCV in less than one hour, instead of days, and at one-tenth of the cost of traditional tests.

Meanwhile, the discovery of cancer in an ancient mummy sheds light on the potential generic role of a leading

disease in Egypt and around the world. Salima Ikram, professor of Egyptology, was among an international team of experts who discovered new radiological findings that may potentially dispel the long-held belief that cancer is a man-made, modern-day disease.

With the looming energy crisis in Egypt and the depletion of petroleum and natural-gas reserves, searching for sources of alternate fuel becomes all the more important. Inside AUC's nanotechnology labs, researchers are working to find ways to create "smart energy" to produce renewable fuels and electricity from sunlight on a sustainable basis. Using nanotechnology techniques, or the science of the very small, scientists are making big advances in combating chronic problems like reducing greenhouse gases and lessening the burden on natural resources for generations to come. "The international community is aware of the crisis arising from the use of fossil fuels and is increasingly focusing on the development of zero-carbon emission technologies using renewable-energy sources," said Nageh Allam, assistant professor of nanotechnology and renewable energy in the Department of Physics.



"We're starting to see that the causes of cancer seem to be less environmental, more genetic. Living conditions in ancient times were very different. There were no pollutants or modified foods, which leads us to believe that the disease is not necessarily only linked to industrial factors."

— Salima Ikram, professor of Egyptology and member of the research team that discovered the first case of prostate cancer in a mummy



Salima Ikram, professor of Egyptology, with the first mummy found to have prostate cancer

"As a historian and an AUCian, I believe the murals on the Mohamed Mahmoud walls stand as a testament to the popular art of the Egyptian revolution and, at the same time, the University's place in Egyptian society. It is a physical proof that AUC is not an isolated space in Egyptian society and that, by extension, its people are also part of the bigger story of the country."

*— Amina Elbendary, assistant professor
in the Department of Arab and Islamic
Civilizations*

OUTREACH

from Tahrir Square to New Cairo

From Tahrir Dialogues and efforts to preserve the murals on Mohamed Mahmoud Street to thoughtful political analysis from faculty scholars, public forums and community projects by students, the contribution to the future of Egypt remains a central focus for AUC. Under the After Tahrir initiative, AUC launched numerous programs to integrate the revolution into the academic and cultural life of the University, as well as address critical issues facing the country. Of these, the exhibition titled *Tahrir: 18 Days that Changed the World* is one of the most apparent. The culmination of a student-led initiative and






semester-long independent study, the exhibition features more than 20 mosaic murals at the Conference and Visitor Center, near Bassily Auditorium, ranging in size from 3 by 4 meters to more than 7 by 14 meters. “The murals largely emphasize the emotions of the revolution, starting with joy,” explained David London, who served as assistant professor of journalism and mass communication and supervised the student project. The distinctive appearance of the murals comes from the fact that they are made up of thousands of smaller pictures of varied color, contrast and tone. “Over the course of the semester, students collected more than 12,000 pictures of the revolution. We then used a freeware program to format the images

and arrange them to create the larger ones,” said London, adding that the murals are an attempt to emphasize the role of women and youth in the uprising.

In addition to art exhibitions, well-known figures and leading activists had the opportunity to speak at AUC through various lecture series on campus. These include the Tahrir Dialogue, a series of debates, organized by the School of Global Affairs and Public Policy, on key issues facing Egyptian citizens as they define a way forward; Transforming Egypt, panel discussions held by the School of Business to explore the business and economic ramifications of the revolution; as well as Egypt in Transition: Know Your Role, a public seminar series organized by the John D. Gerhart Center for Philanthropy and Civic Engagement to raise awareness among Egyptians of their civic rights and obligations. In addition, new courses were introduced and old ones adjusted to reflect the changing political, social and economic conditions in Egypt. In response to the changing work environment, AUC’s continuing and executive education institutions also developed a portfolio of training programs for business, government and civil society.



“The murals largely emphasize the emotions of the revolution, starting with joy. . . .emotions such as frustration, anger, pride and sorrow. We hope to channel the energy and enthusiasm of the revolution into the work needed to build a new Egypt.”

*— David London, course instructor
in Spring 2011 who supervised the
student project*



The culmination of a student-led initiative, the Tahrir: 18 Days that Changed the World exhibition features more than 20 mosaic murals on the New Cairo campus composed from more than 12,000 student photographs that capture the emotions of the revolution

HIGHLIGHTS

2011 - 2012

Carter Delivers Gerhart Center Lecture

Winner of the Nobel Peace Prize and former U.S. President Jimmy Carter delivered a lecture titled "Reflections on Democracy, Human Rights and Peace," followed by a discussion with AUC students in an event organized by the John D. Gerhart Center for Philanthropy and Civic Engagement.



Chemistry Program First in Egypt to be Internationally Accredited

AUC's undergraduate chemistry program was accredited by the Canadian Society for Chemistry, making it the first and only accredited chemistry program in Egypt.

Gro Harlem Brundtland Delivers Nadia Younes Lecture

On the 25th anniversary of the Brundtland Report, which provides guiding principles for sustainable development as it is understood and practiced today, Gro Harlem Brundtland, chair of the commission that published the report and former prime minister of Norway, delivered the Nadia Younes Memorial Lecture on "Sustainable Development, Democracy, Peace and the Key Role of Women."



Students Rank First in International Conference for Solar Powering Projects

Petroleum and energy engineering students won first prize at the 10th annual World Wind Energy Conference for their project, Library Solar Powering, whereby solar panels would be installed on the AUC Library rooftop to convert solar rays into electricity.

El Mouled Carnival Raises Awareness, Funds for Egyptian Tourism

As part of the campaign, AUCians for Reviving Tourism, an effort to revitalize tourism to rebuild the Egyptian economy, students organized *El Mouled* — an event recreating a traditional Egyptian carnival — and raised more than LE 200,000 to support tourism.



MBA Ranked Top in Region by *Forbes*

AUC's Master of Business Administration program was ranked first by *Forbes Middle East*, among similar programs in 37 private universities in the Arab world.

Students Named First Dalai Lama Fellows in Egypt

Engineering students Bassma Taher and Samar Sultan are the first Egyptians and AUC students to be selected as Dalai Lama fellows for the year 2012, winning \$4,500 each for their project *Dawayer* (Circles), which empowers underprivileged people by developing their interpersonal skills and enabling them to start their own small business ventures.

Sports Teams Achieve Top Rankings in National Tournament

AUC teams won third place overall at the 39th National Universities Tournament, competing against 33 national and private universities in 30 different sports. AUC athletes won 38 gold, silver and bronze medals.



Program First to Train Certified Medical Technologists

The first-of-its-kind in Egypt and accredited by the American Society of Clinical Pathology, AUC's Medical Technology Training Program offers specialized training to medical technologists in accordance with globally recognized standards.

John Zogby on U.S. Election Poll Results

Prior to the 2012 U.S. presidential elections, John Zogby, founder of the polling firm Zogby International, author and columnist at *Forbes*, and senior adviser with JZ Analytics, delivered a lecture titled "The 2012 U.S. Elections: Political Landscape and Potential Impact in the Middle East."

Ayman Ismail Named Young Global Leader by World Economic Forum

AUC alumnus Ayman Ismail, assistant professor of management and the Abdul Latif Jameel Endowed Chair of Entrepreneurship, was selected by the Forum of Young Global Leaders as one of two Egyptian influential and inspirational figures for the year. This recognition, granted by the World Economic Forum, honors young leaders from around the world who are below the age of 40 and demonstrate a commitment to serve the community at large. The second Egyptian recipient of the award was AUC alumnus Wael Ghonim.



Cairo's First Water Hackathon on Campus

In collaboration with the World Bank, AUC's Desert Development Center hosted the Water Hackathon, an intensive brainstorming and programming marathon for software developers and designers from around the globe working on new tools for addressing water-related issues.

Thomas Friedman, Dean Nabil Fahmy in Campus Discussion

Thomas Friedman (ALU '74), Pulitzer Prize-winning journalist and foreign affairs columnist for *The New York Times* holds campus talk with Dean of the School of Global Affairs and Public Policy Nabil Fahmy.



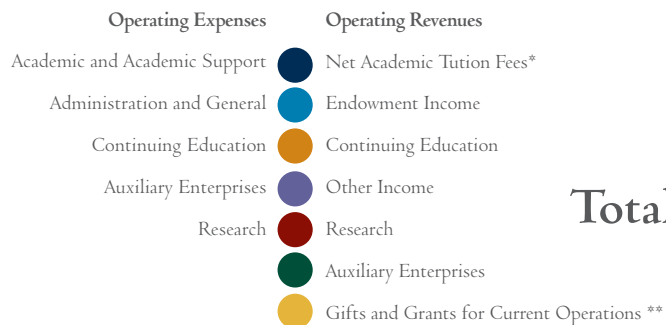
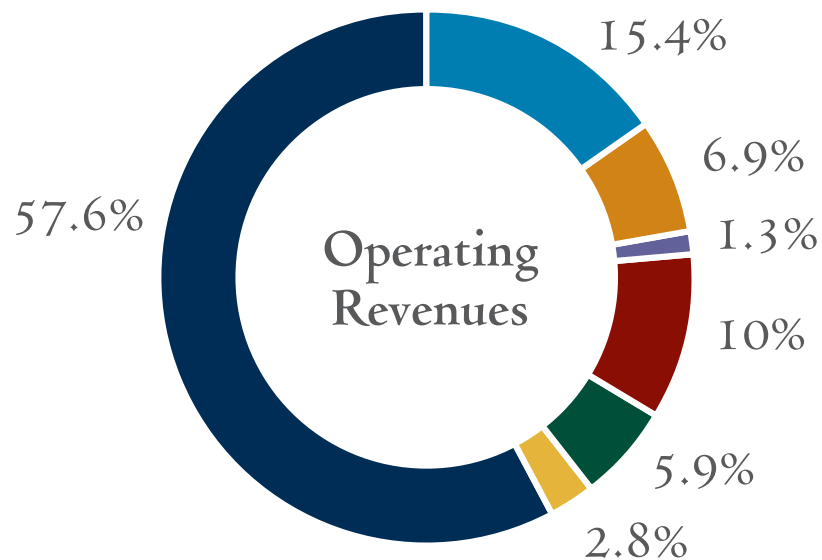
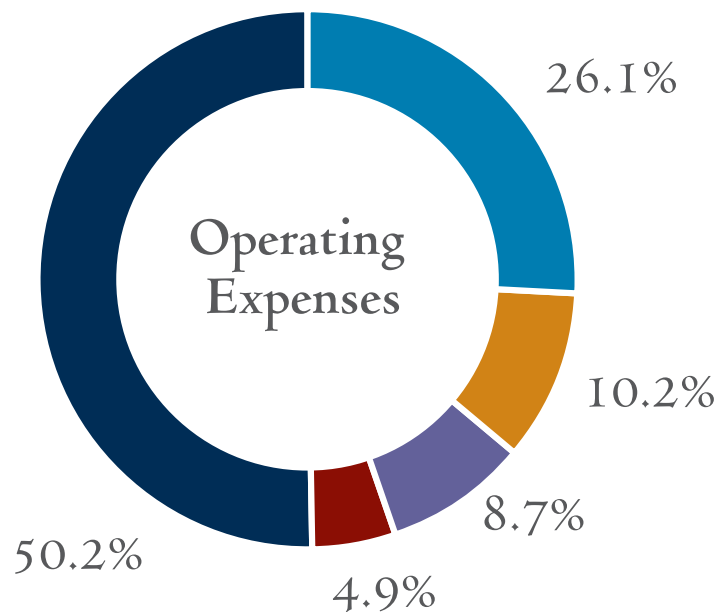
One Flew Over the Cuckoo's Nest

AUC students performed Ken Kesey's contemporary classic, *One Flew Over the Cuckoo's Nest*, in a stage adaptation by Dale Wasserman.

FINANCIALS

Revenue for the fiscal year 2012, which covered the period September 1, 2011 to August 31, 2012, amounted to \$169.9 million, while expenses totaled \$170.9 million, resulting in an operating deficit of about \$1 million. Major revenue sources include net tuition and fees, which ended at \$97.9 million. Financial aid and scholarships, which is treated as discount on tuition, was about \$29 million, an increase of \$6 million from \$23 million in financial aid in the prior year. Revenue from adult education programs was \$11.7 million, about \$1.5 million lower than in the prior year, mainly due to the periodic shutdown of AUC Tahrir Square, where most of these programs are offered. Sponsored research income amounted to about \$17 million, and endowment and interest income totaled \$26.2 million.

On the expense side, the largest share is spent on faculty and staff salaries and benefits, which totaled \$100 million. Supplies and services were \$45 million and depreciation about \$25 million. These expenses are also categorized according to function as follows: academic and academic support represented about 50 percent of all expenses at \$85.7 million; administrative and general expenses followed at 26 percent, or \$44.5 million; continuing education stood at about 10 percent of all expenses at \$17.5 million; auxiliary enterprises were at 8.7 percent, or \$14.9 million; and research expenses were a little under 5 percent or \$8.3 million.



Total Operating Revenues
\$169.9 million

* \$29.4 million in financial aid and scholarships was given to students in the form of tuition reductions. This amount is deducted from gross tuition income.

** Gifts of \$2.2 million for New Cairo campus development and endowment excluded from operating revenues.

This information is based on the Actual FY 2012 Consolidated Statement of Activities report.



SPONSORS

The Office of Sponsored Programs (OSP) reports that AUC received \$16,124,397 in external funding during the 2011 - 2012 fiscal year in support of research, training and public-service projects. OSP represents the University in its dealings with governments, foundations and companies that sponsor projects, and is responsible for submitting all project proposals. OSP helps faculty members identify potential funding sources and develop proposals, negotiates the terms of grants and contracts, and ensures that AUC complies with those terms.

AERES Groep
Al Alfi Foundation
American University of Beirut
Andrew Mellon Foundation
Carnegie Corporation of New York
Community Initiatives, Dalai Lama Fellows
Educational Testing Services
European Commission
FEMISE Association
Goldman Sachs Foundation
Human Frontier Science Program
International Center for Journalism
International Foundation for Electoral Systems
Mentor Graphics Corporation
National Institute of Health - Office of AIDS Research
National Telecom Regulatory Authority
Naval Air Warfare Center
Office of Science and Technology Development,
Peking University
Open Society Institute
Rockefeller Brothers Fund
Save the Children
European Commission/TEMPUS Office
The Aga Khan Cultural Services - Egypt

The Ford Foundation
The Migration Policy Center of the European
University Institute
Tufts University
United Nations Children's Fund Middle East and
North Africa Regional Office
United Nations Economic and Social Commission
for Western Asia
United Nations Educational, Scientific and
Cultural Organization
United Nations Population Fund - Arab States
Regional Office
United Nations Population Fund/Iraq
United States Agency for International
Development
United States Embassy in Cairo
University of Capetown
University of Southampton
University of Texas at Austin-CASA
University of Wales Institute, Cardiff
USAID/ Office of American Schools and Hospitals
Abroad
World Bank Group
Yousef Abdel Latif Jameel Co.

PRESIDENT'S CLUB

AUC's President's Club represents a community of alumni, parents, friends and corporations who support the University with gifts of \$1,000 or more during the academic year. The President's Club was established to recognize the generosity and leadership of donors who provide the backbone of financial support that enables the University to remain a guiding force for positive developments in Egypt, the Middle East and beyond. Every effort has been made to publish accurate, up-to-date records. We apologize for any inadvertent omissions or errors, and encourage you to request corrections by contacting us at 20.2.2615.2481 or farida@aucegypt.edu.

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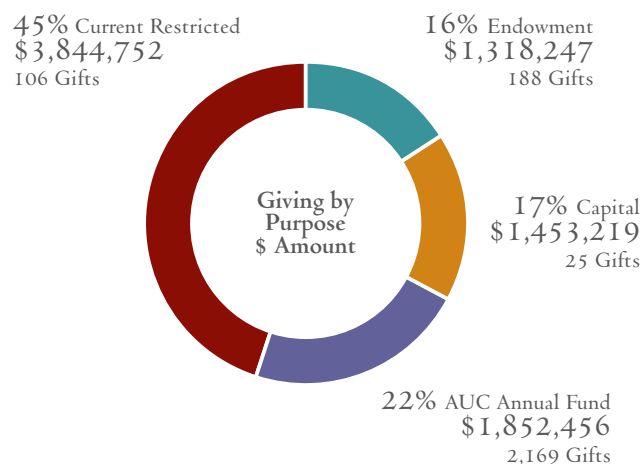
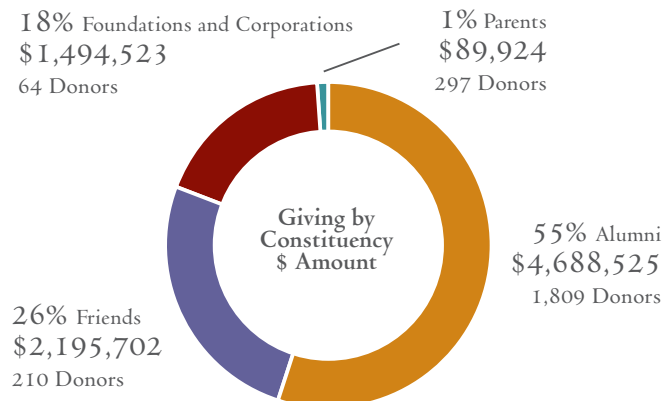
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1,259	Graduate students
90	Countries represented by AUC students
18,238	Continuing education students
423	Full-time faculty
358	Part-time faculty
53	Percentage of faculty from Egypt
31	Percentage of faculty from the United States
16	Percentage of faculty from other countries
1:11	Faculty to student ratio
58	Student-run clubs and organizations
30	Athletic programs
\$29.4 million	Scholarships and financial aid awarded
30,919	Alumni
33	Undergraduate majors
37	Graduate programs
18	Graduate diplomas
2	PhD programs



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